



Special Edition

ADC Post

Setting the Course to Flagship Status

The ADC Strategic Plan: ADC Sets a New Course

by Cam Hunter, Public Information Officer

This special edition of the ADC Post is one of many venues that will be used over the days and weeks ahead to roll out the Department of Correction's updated mission and vision, new code of conduct, and strategic plan. On bulletin boards, our website, in briefings and through e-mails, you will be seeing, reading, hearing and doing more.

Creating a new direction for a department with a public safety mission as large as ADC demanded planning, research, and an open forum for line staff, union leadership and management, as well as ADC stakeholders -- like crime victims groups and inmate family and friends.

In 2003, Director Schriro launched the first of many executive-planning sessions held around the state, laying the groundwork for the final project you see today. These group discussions were all-inclusive in terms of attendance and addressed a broad range of issues: What key words would define our vision? What inspires and challenges us? What do we want to be for our customers?

In breakout groups, staff discussed these questions and talked about things that mattered most to them including, *Being the best, Professional partner in the*



Director Dora Schriro speaks with ADC staff at the Department's initial strategic planning session on reorganization.

criminal justice system, Driven by excellence, Ethical, Making a difference, Responsive, Safe, community-conscious, victim-sensitive, civility, caring.

These issues and ideas were woven together in breakout session discussions to develop our new vision, mission statement, code of conduct and strategy.

The wide range of topics analyzed encompassed employee satisfaction and department mission.

Examples of department mission issues included how to document programmatic outcomes, reduce the recidivism rate, advance the implementation of our re-entry initiative, support measurable, long-term as well as immediate short-term public safety outcomes. In short, how ADC is to improve public safety now and later by reducing relapse, revocations and recidivism.

The importance of staff permeated every strategic planning workshop and embraced a vast range of issues impacting employee satisfaction reorganization of staff positions, equality of CO workload assignments, training, mentoring programs, shift length, promotional opportunities, pay, and the adjustment of inequities in pay. In other words, ADC shall value its work force,

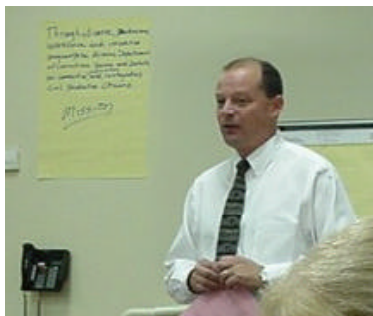
focusing on a second set of 3Rs: recruitment, retention and recognition.

So plotting this course of change has taken time. Implementing these changes will take time as well.

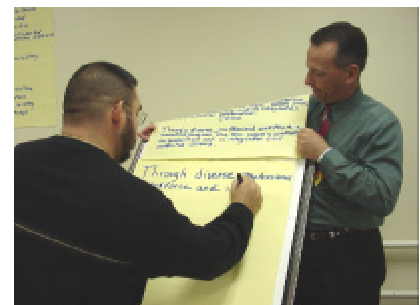
Along the way during this yearlong endeavor, the Governor weighed in to challenge ADC further. Shortly after the Lewis Prison hostage-taking and Blue Ribbon Panel out brief, Governor Janet Napolitano addressed staff as our featured speaker during an ADC planning session, embracing the theme of the workshop topic, *Professionalism*. She issued a challenge for the Department of Corrections to become her "Flagship Agency," setting the standard for professionalism for other state agencies in Arizona and other department of corrections nationally.

Our mission/vision/code of conduct is included as an insert. Display it proudly. Note that it resembles the framed version that was given to each ADC division and prison complex during the August 19th rollout. And note that each of our three Divisions links its mission to the accomplishment of the four strategic issues and goals.

This edition of the ADC Post strives to capture for you, ADC your Arizona's flagship agency.



Dan Levey introduces himself and the plans to incorporate victim services within ADC.



Wardens Ernest Trujillo and Charles Flanagan draft a list of suggestions for the Department's new mission statement

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Director Dora Schiro

The Director's opening address at the agency's most recent strategic planning session

Good day, colleagues! This is a big day.

Today, we talk about the Arizona Plan, our plan to take us to the top of our game, and place us first in our class. Today, the Deputy and Division Directors and General Counsel join me to summarize for you the past year's efforts cumulating in your strategic plan, a five-year course of action that speaks to the who-what-where-when-how-and-why we strive for excellence in all that we do.

One of special features of the way in which this department works now is that we work together as a team, a growing team of leaders and subject matter experts. I'd like to start by introducing important representatives from the field that join us in leading ADC:

- Labor groups - FOP, AFSCME, LPOA, AZCOPS - (stand to be recognized)
- Line staff from all ADC work units (stand to be recognized)

Also joining us today are subject matter experts and concerned citizens from the communities we strive to serve.

It's my pleasure to introduce our newest participants representing:

- Crime victims - Marcia Harmon, MADD



Marcia Harmon of MADD addresses ADC staff on crime victim issues.

- Families and Friends - Caroline Isaacs, American Friends Service Committee
- Members of the religious community - Mitch Vitkovich, Phoenix Catholic Diocese, Rabbi Yossie Shemtov, Orthodox Jewish faith
- Members of the business community - John Corella, Corella Industries

Getting the "Capital-J" JOB Done

I'd like to talk with you about the job - your job, my job, our job - and when we work together how much more likely it is that we will get the "Capital-J" JOB done - together. Let me give you an example so that you know exactly what I mean. You're making a round and notice that a lock on a gate is broken. You complete a work order and submit it right away. The next day when you make your rounds you see that the lock hasn't been fixed but you don't submit another work order or take any other steps to secure the gate because after all, you already did your "job." It's been my experience that you can't have done your "job" if the JOB - securing the gate with a working lock - didn't get done. Only when you see a task through to its completion, does the JOB get done. Corrections professionals get the JOB done.

What makes an organization great?

The last time that we came together to develop our strategic plan, I talked a bit about the five qualities or characteristics of a great organization; that is, an organization that gets the "Capital-J" JOB done. Here's a fast recap of that conversation:

Excellence in leadership

- Leaders walk the talk - they lead by example
- Leaders have vision - with a clear voice they talk about what they strive to see
- All of us in ADC are teachers and leaders
- All of us in ADC can be great teachers and great leaders

Superb staff

- Super staff has high expectations for themselves
- Super staff has high expectations for others
- We expect greatness of everyone, regardless of rank
- We expect greatness of everyone, regardless of pay status - full time and part time staff and correctional volunteers alike can be superb

A safe environment in which making change can happen

- Correctional facilities are physically safe for staff, the public and the offender population
- Correctional facilities are also psychologically safe for staff to learn and offenders to prepare

Press (No, not the Cam Hunter kind of press!)

- Marshalling all of our time and talent to accomplish the agency's four strategic issues



The Tucson color guard member unveils the ADC flag with the department's new credo - We Strive for Excellence

- Spending all of our time on task, always keeping our eyes on the prize
- Focusing our considerable efforts on measurable and meaningful outcomes, not outputs

Wisest use of scarce resources

- We provide programming based on the field's best practices
- We protect the public using the field's next practices
- We spend the state's money as if it's our own
- We use all of our time at work getting the JOB done
- We use all of the available space to maximize outcomes
- We cultivate good will with everyone in which we come in contact
- We maintain our reputation for professionalism, for getting the JOB done

ADC: A Flagship Agency

Those of you who attended the department's last planning session in May, remember that Governor Napolitano joined us - and she challenged us. The Governor envisioned ADC as this state's flagship agency *and* this country's flagship correctional system. She urged us to be nothing less.



The USS Constitution, otherwise known as "Old Ironsides," was the most successful battleship in the War of 1812. It is now ADC's symbol for flagship status.



Well, what is a flagship? It's the ship that leads. It's the ship that carries the standard. It's a ship when faced with rough waters and high winds, rallies all hands on deck to get where it intended to go.

What does a flagship do? It strives—as ADC strives—towards excellence. The flagship—the ADC flagship—gets the JOB done.

An organization that strives for excellence is also an agency that gives considerable consideration to *who-what-where-when-how* and *why* it is great. All of you working together over the past six strategic planning sessions have done just that. This is the plan that we developed together.

The ADC Strategic Plan

The ADC Strategic Plan is our roadmap, our flight plan, our course of action towards to flagship status. The ADC Strategic Plan tells us:

- What we're going to do.
- Who will teach and who will lead.
- How we make change happen as a team of corrections professionals.
- Where along the continuum of supervision and services changes will occur.
- When in the course of an offender's sentence—in prison, the transition between cell and street, and community supervision changes will occur.
- Why we've picked these 4 strategic issues to tackle over the next 5 years.



A good leader appreciates and recognizes the value of their staff.

The ADC Strategic Plan has four facets

Strategic Issue 1 emphasizes public safety now. It's about what we're going to do to make our workplace and state safe *now*.

- It features BRP (Blue Ribbon Panel) and OFI (ADC-generated Opportunities for Improvement) recommendations notably, B2B (Back to Basics) innovations such as:
 - o Peer Review Assessments annually of each correctional complex
 - o Core Competency testing of all correctional personnel
- It combines prison operations and community corrections into one comprehensive continuum of control
- It's about where to safely assign offenders along the continuum of care, custody and control to achieve the most sustainable and measurable change

- o The continuum of control from most to least restrictive supervision
- o The continuum of services from most to least need for intervention
- A new classification system and risk assessment to adjust supervision and service strategies commensurate with offenders' risk and need over the course of their sentence

Strategic Issue 2 solidifies reforms already underway to protect the public *later*.



Inmates now entering Alhambra undergo a series of new assessments for more accurate classification.

Parallel Universe, the department's re-entry initiative, speaks to how and why we operate ADC as much like the real world as we can. We operate prisons and parole as much like the real world as possible so that offenders prepare for release in a place as much like the one to which they will be returning. Our re-entry efforts encompass school, work, treatment, and victims-focused community service (*what* we're doing—) as well as *who* (you!) is involved *when* and *where* (at intake, in prison, and throughout community supervision).

Strategic Issue 3 sustains a work environment in which you thrive. Issue 3 guides how we're going to support one another as correctional professionals to accomplish this work together and it includes:

- The revised ADC Professional Principles
- The new ADC Code of Conduct and
- The Schafer Plan, our comprehensive pay plan proposal

Strategic Issue 4 speaks to the development of victim-focused and victim-friendly services that connect us to the community and its citizens who count most on us—crime victims and crime survivors.

- Victims Services are user friendly, current, and confidential
- Restorative Justice is victim-focused community service performed by offenders in prison and the community. It is a means by which offenders express remorse and make reparation to crime victims and neighborhoods impacted by their criminal conduct.

The ADC Reorganization

The ADC reorganization was announced last January. The department is consolidated into three divisions now, realigning work and work groups to improve communication and collaboration within and between the divisions. The new Table of Organization captures each division's job but these three lines show how we get the Capital-JOB done together department-wide.

Offender Operations manages the continuum of control from most to least restrictive supervision of all offenders

Offender Operations:

High risk ————— low risk

Programs Services provides a continuum of services from least to most intensive interventions to offenders at every point along the continuum of control from a Level 5 unit in a prison complex to community supervision

Offender Operations

High risk ————— low risk

Programs Services

High need ————— Low need

Support Services provides the resources necessary to manage the continuum of control and programs including as examples Human Resources, Staff Training, Budget, and Information Technology

Offender Operations

High risk ————— low risk

Programs Services:

High need ————— low need

Support Services

Operations and Programs Services-
Provides necessary staff and support services to Offender



As a team of correctional professionals, ADC sets its sights on achieving flagship status.



Setting the Course to Flagship Standing

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Warden Ernest Trujillo brainstorms with Offender Operations Division Director Jeff Hood on ways to achieve flagship status.

Let's summarize. This is why we do what we do.

It's our belief that when we pull together as a team of correctional professionals under the ADC Reorganization and implement the ADC Strategic Plan, ADC will achieve flagship status:

- Our team focuses on public safety now +
- Our team also focuses on public safety later +
- We prize and empower ADC staff +
- We are attentive to crime victims and survivors =
- ADC gets the JOB done: The public is protected and taxpayers' burden is lessened because ex-offenders return to their families and neighbors as law abiding and tax paying citizens

Flagship Status

ADC is setting a standard to which others strive towards and emulate:

- Arizona's other state agencies
- Other states' correctional agencies

Examples of innovations about which you'll hear more today are evident in each of the five aspects of excellent organizations about which I spoke earlier:

Leadership is evident agency-wide; as examples:

- Subject matter experts lead the peer-review assessments
- Specialist class status will be earned by proficient, tenured staff

Staff has high expectations for themselves and others

- Our workforce adheres to professional principles
- Staff lives the code of conduct
- ADC employees gain standing on and off the job for contributions they make such as generous SECC donations and significant, sustained involvement in the armed forces.

The state's correctional system is safe and the public is protected through new approaches to problem solving including:

- B2B (Back to Basics) activities enhance public safety
- The Peer Review Assessment process utilizes ADC subject-matter experts to ensure complexes comply with core policies and procedures
- Core competency testing ensures all staff is proficient
- OJRT (On the Job Retraining) activities enhance staff performance
- We find and fix root causes of problems at the earliest opportunity
 - o Our office of constituent services works on conditions of confinement and community supervision
 - o Our office of labor relations collaborates with labor organizations and unaffiliated staff to improve the workplace and develop meaningful career paths in Corrections
 - o Our office of victims services serves crime victims and survivors

Press, marshalling all of our time and talent to protect the public, improves our performance. *The typical inmate is 33 years old at intake and serves 33 months, thus there isn't a lot of time for inmates to learn how to be our better-than-before neighbors when they're released*



Carol Goxiola of Homicide Survivors holds up a photo of her murdered daughter. Goxiola is helping ADC reach out to crime victims.

- Parallel Universe means imposing real world expectations on inmates from the first through the last day of the sentence.
- Every inmate, every day must get their buns out of bed, get a job and work in prison, go to school and earn a GED in prison, get sober and stay sober in prison.
- Press means using every minute of every day in prison from the first through the last day of the sentence getting ready to return to our neighborhoods better than before.
- Press reduces relapse, revocations, and recidivism.
- The ADC Corrections-at-a-Glance provides benchmark information and publishes our progress towards achieving each of our 4 strategic issues.

Scarce resources are managed well.

- The ADC re-organization pairs work groups and supports agency efforts
- The Efficiency Review (ER) review process identifies savings that can be redeployed to other ADC priorities
- The 5-year strategic plan identifies our goals and defines how to measure our successes
- Our efforts at outreach to the Victims Community, offenders' Constituents, and Labor yield ADC advocates and inform ADC decision making

The Arizona Plan: Implementing Parallel Universe

A number of you have asked when Parallel Universe begins? It has! It began the very first time we looked at a policy or a program and asked ourselves: How would we modify inmates' behavior and improve public safety if we were to do our work in the community and not in the Department of Corrections?

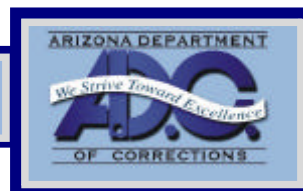
So, what is Parallel Universe? Parallel Universe is an approach to problem solving - preparing felons for re-entry by reducing relapse, revocation, and recidivism - beginning day 1 of incarceration, introducing them in prison to real world requirements and rewards to the extent possible so that inmates acquire sooner than not basic social skill sets and integrate the underlying values in their conduct.

The premise of Parallel Universe is based on the field's best practices. Parallel Universe is the process by which felons acquire literacy, employability and sobriety skills and incorporate in their conduct the underlying values associated with pro-social living that sustain civil, productive conduct after release.

Parallel Universe has two desired outcomes. First, inmates become civil ex-offenders. To this end, inmates make decisions and accept responsibility for the decisions that they make at work and during leisure hours throughout their sentence to ADC. They develop empathy for others through victim-focused activities. Second, inmates become productive members of the community behind the wall while confined and remain productive in the street later. Inmates enroll in school, work full time in prison, and participate in treatment during the work day. They also participate in charitable activities, community service and restorative justice programs during non-work hours.



Inmates working with Habitat for Humanity learn valuable skills while giving back to the community.



Parallel Universe is rewarding. Offenders may earn positive status and improve their standing by engaging in pro-social activities and pursuing meaningful incentives. Parallel Universe also improves staff safety. Rule violations decrease, serious assaults diminish, and the institutions are easier to manage and operate smoothly.

Why is ADC adopting this approach to public safety?



Upon intake, the average inmate is 33 years old and expects to spend approximately 33 months at ADC, which means correctional professionals have very little time to help inmates become civil and productive citizens upon release.

- The confined population is increasing by 115 inmates/month
- 40+% of admissions are for technical violations, not new crimes
- On average, inmates are 33 years old at intake, and have but about 33 months to serve confined
- Most inmates have failed in many ways:
 - o The majority of inmates has dropped out of school, was unemployed or underemployed at the time of arrest, and was using drugs or alcohol. If we don't require them to get a basic education, and stay employed

and sober in prison, it's not likely they will do so on their own when released.

- o The majority of inmates has had prior arrests, periods of supervision on probation and many have been previously incarcerated thus punishment alone does not work.
- o Felons tend to blame everyone else for their incarceration. They say that it's never their fault so they're unlikely to assume responsibility for their behavior.
- o "Good inmates" make lousy ex-offenders because that segment of the population that follows our instructions in prison also usually listens to every goofball with whom they hang out on the street corner.

Parallel Universe has four facets.

One, pre-release preparation reflects real-world expectations:

- Intake includes the new classification system and better needs assessment
- Inmates work full-time every day. What they do during the work day is based on the length of their sentence, their risk to others and need for services. The work day includes:
 - o Work-based education
 - School - cumulating in the award of the GED
 - Vocational training for real work in the real world
 - Work
 - o Treatment



When inmates participate in ADC's Parallel Universe reentry programs, they have a better chance of reducing relapse, revocation and recidivism.

- Drug and alcohol abuse programs
- Sex offender services
- Mental health care
- Inmate use free time wisely
 - o Charitable giving
 - o Community service behind the walls as well as in the community
 - o Restorative justice behind the walls and in the community
 - o Religious activities
 - o Recreation and Visitation

How is their day scheduled? As much like the real world as is possible.

Who is involved in the implementation of Parallel Universe? You – security, programs and support staff alike are the change-agents.

Two, all re-entry activities are directed towards inmates achieving sobriety, preventing relapse and reducing recidivism throughout the sentence to ADC

- Institution-based efforts increasingly will feature therapeutic communities and cognitive restructuring programs (notably cultural diversity education, anger management training, sexual harassment information, domestic violence intervention) + more urine analysis
- Discharge planning - transition-specific activities including a pre-release packet (state ID, resume, home plan, Sex Offender registration, etc.) + development of re-entry (community) boards + assigning mentors
- Community-based activities will also include more cognitive restructuring + urine analysis + parole revocation reduction efforts + mentors, coaches, and trackers

How will these activities be introduced? We start day one of incarceration, providing supervision and services commensurate with risk and need in ways as much like the real world as is possible.

Who is involved in this phase of the implementation of Parallel Universe? ADC staff in the correctional, programs, and community corrections series + community boards and community volunteers (mentors, coaches, trackers) make change happen.

Three, all offenders are expected to make more decisions, solve more problems, and accept more responsibility in keeping with their custody level.

Ok, how does Parallel Universe work?

Here is a line representing an inmate's entire sentence to ADC.

First Day **Last Day**



Eighty-five percent of the line represents the portion of the sentence most inmates are confined in an ADC complex; the remaining 15 percent depicts the time usually spent on community supervision.

First Day **Last Day**



Up to 85% confined

Up to 15% on community supervision

About 6 months prior to release to community supervision, specific discharge planning begins. For inmates admitted to ADC with 6 or fewer months to serve, this process begins immediately.

First Day **Last Day**



Up to 85% confined

Up to 15% on community supervision



Setting the Course to Flagship Standing

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- The kinds of decisions we increasingly expect offenders to make include lifestyle choices affecting their health, and time and money management.
- The ways in which we expect offenders to solve problems are non-violent and pro-social; as examples our office of constituent services, the inmate grievance procedure, and programs such as anger management and domestic violence reduction.
- As more inmates make more decisions about how they live their life and solve their problems, it is more difficult for them to shift responsibility for their choices onto others. An important way to accelerate accepting responsibility is by providing restorative justice activities notably, Impact of Crime on Victims panels, victims-focused community service, and victim-offender dialog.

Finally, offenders' positive conduct also counts.

- Meaningful incentives motivate offenders to make good decisions, and problem solve peacefully.
- Meaningful incentives impart underlying social values and mores; for example, inmates with GED certificates may receive hiring preferences for premium pay jobs because in the real world, workers' credentials are important.
- Inmates improve the conditions of their confinement when they earn a GED, work, and stay sober. They may earn more money, get food visits, and receive recognition for their contributions.

So now you have it! The department's Strategic Plan - the Arizona Plan - represents the field's best practices and many of them are home-grown here at ADC. The Arizona Plan improves public safety and moves ADC to flagship status.

Clearly, there are plenty of blanks that still need to be filled in over the next five years and with your help, this will happen, too.

In a moment, we'll break into several groups and participate in four sessions. Throughout today's assembly, in each of the four breakout sessions, I ask each of you to do the following:

- Be impeccable with your word. Speak with integrity, say only what you mean.
- Don't take anything personally.
- Don't make assumptions. Ask questions, make suggestions, offer solutions.
- Always do your best.

I look forward to seeing you again at the end of the day.

Closing Ceremony

Professionalism is not a stand-alone plaque hanging in an agency's atrium. Professionalism is status to which good people strive. You are good people. Excellence is an ever-moving goal and as the field's practices improve, so must we. Achieving flagship standing does not come easily, nor should it.

Professional organizations are also wise organizations.

They find and keep and celebrate excellence in the workforce. They recruit, retain and recognize diversity, ingenuity, and tenacity to get the Job done. They look for - and - fight for correctional professionals just like you.

ADC needs you.

Come forward and join me at the podium when I call your unit's name.

As you step up, be clear that you agree to receive this agency's standards for excellence and to discuss its true meaning to everyone with whom you work and others with whom you have contact in the community so that they know what I know - ADC has great heart and great people.

ADC can be a flagship agency.

Each of the 3 division directors were then called to the stage, as were the deputy director and representatives from every prison complex and the community corrections bureau to receive the ADC framed professional principles and code of conducts.

The honor guard retired the colors including the new ADC flag.



Director Schriro looks on as the Tucson Color Guard prepares to retire the colors. Although, this marked the end of the day, it marked the beginning of the agency's new era.



Agency Strategic Issues and Goals

STRATEGIC ISSUE 1:

Improving public safety now through facility and field operations by employing Corrections' best practices.

GOAL 1: Ensure agency personnel are knowledgeable and proficient in the Department's core competencies and adhere, without exception, to all core correctional policies and procedures.

GOAL 2: Create an environment in a secure setting that promotes opportunities for offenders to practice civil and productive behavior while under the state's supervision.

GOAL 3: Provide a continuum of sanctions, supervision strategies, and program services that facilitates released offenders to become self-sustaining and law abiding citizens.

STRATEGIC ISSUE 2:

Improving public safety later by reducing offender's relapse, revocation and recidivism

GOAL 4: Prepare offenders throughout their sentence to ADC to successfully reenter society and remain crime free and self-sustaining

GOAL 5: Release inmates and discharge parolees as civil and productive ex-offenders

STRATEGIC ISSUE 3:

Recruitment, Retention and Recognition of ADC staff.

GOAL 6: Attract, hire and retain a qualified, professional and diverse workforce, and recognize their contributions to the achievement of the Department's mission, goals and objectives

GOAL 7: Provide state-of-art pre-service, and pre-promotional training to prepare our work force to assume and preform their duties with excellence.

STRATEGIC ISSUE 4:

Providing victim-focused and victim friendly services to crime victims and survivors.

GOAL 8: Expand victims' access to the Department, provide meaningful contact for victims with offenders, and offer credible support services to victims and their families.

GOAL 9: Provide opportunities for offenders to be involved in victims' focused activities that will help them better understand the impact of their criminal conduct on crime victims and to make amends for their unlawful behavior.

The ADC Strategic Plan's 4 Facets

Excerpts from Director Schiro's August 19 agency reorganization rollout.

STRATEGIC ISSUE 1:

Emphasizes public safety *now*. It's about what we're going to do today to make our workplace and state safe *now*.

Earlier this year, we began with a **Blue Ribbon Panel** (BRP), the ADC-generated **Opportunities for Improvement** (OFI), and **Back to Basics** (B2B) innovations, which include:

Peer Review Assessments annually of each correctional complex.
Core Competency testing of all correctional personnel.

This strategy combines prison operations and community corrections into one comprehensive continuum of control. We take into account where to safely assign offenders to achieve the most sustainable and measurable change.

- By establishing a **continuum of control** from the most to least restrictive supervision.
- By establishing a **continuum of services** from the most to least needed for intervention.
- By establishing **classification and risk assessment** to adjust supervision and service strategies commensurate with offenders' risk and need over the course of their sentence.

STRATEGIC ISSUE 2:

Solidifies reforms already underway to protect the public later.

Parallel Universe speaks to how and why we operate ADC as much like the real world as we can. To prepare offenders for release in an environment as much like the community to which they will be returning. It encompasses the elements of reentry preparation, *what* we're doing (school, work, treatment, and victims-focused community services), as well as *who* is involved (you!), and *when* and *where* in our reentry initiative (at intake, in prison, or during community supervision)

STRATEGIC ISSUE 3

Sustains a work environment in which you thrive. Issue three guides how we're going to support one another to accomplish this work together and includes:

- The revised **ADC Professional Principles**
- The new **ADC Code of Conduct** and
- The **Schafer Plan**, our comprehensive pay plan proposal

STRATEGIC ISSUE 4:

Speaks to the development of victim-focused and victim-friendly services that connect us to the community and its citizens who count on us most – crime victims and crime survivors.

- **Victims Services** are user friendly, current and confidential. We do this, for example, when we are timely and accurate about notifying victims and their families.
- **Restorative Justice** is victim-focused community service is performed by offenders in prison and the community to express remorse and make reparation to crime victims and neighborhoods impacted by criminal conduct.



Offender Operations: Improving Public Safety Now

Offender Operations Division Director Jeff Hood

Strategic Issue 1: Improving public safety now through facility and field operations by employing corrections' best practices.

- Goal 1:** Ensure all agency personnel are proficient in the department's core correctional policies and procedures.
- Goal 2:** Create an environment in a secure setting that promotes opportunities for offenders to practice civil and productive behavior while under the state's supervision.
- Goal 3:** Provide a continuum of sanctions, supervision strategies, and program



Offender Operations: Bennie Rollins, Jeff Hood, Nancy Hughes, David Cluff, Sam Sublett and John Gay with Director Dora Schriro.



A Correctional Officer demonstrates the proper pat search technique.

First, let's get a better understanding of the critical role of core competencies. Core competencies are those practices, tasks, behaviors and applications that are fundamental to the successful administration of any prison system.

To succeed, corrections professionals need to be accountable to themselves and to others, continuing to improve upon their skills, in keeping with the field's best practices. The hostage crisis last year underscored the need for everyone in ADC to examine their core competency skill level. The results have been revealing. While many staff members are proficient, scoring at least 70 on their

skill levels, many others are not proficient, scoring below 70.

While we have worked hard in the past, we must work even harder now. We must be diligent, following through on the completion of every task. The Director spoke earlier about getting the capital J-JOB done. We also affectionately refer to this phenomenon as "The Big J" (vs. "The Little J"). The "Little J" represents the way some of us used to do the job, some of the time. In contrast, the "Big J" concept requires all of us accept responsibility for our work, which is critical to our success.

One example of work presently underway and contributing to accomplishing Strategic Issue One is our completion of 69 recommendations generated by the Governor's Blue Ribbon Panel Report. ADC went even further and matched its efforts with our own *Opportunities for Improvement or OFIs* which contribute to our "Back to Basics" approach. The best practices bulletins are one way in which we now take the best applications recognized by correctional professionals as our most effective way to do the job. You now have easy access to this information on the ADC agency intranet site.

Another Blue Ribbon Panel recommendation includes improvements to our central yard towers at Lewis and Yuma-Dakota. As a result, ADC has already improved the entry & exit process associated with the towers. We have also standardized the munitions on all of our towers by custody level. And, we have made structural improvements in the towers that significantly enhance the safety of the employees who are assigned to those tower posts.

Two other initiatives that represent work on **Goal 1** include:

- The Warden's Office Roster Management (WORM) process
- The new Peer Audit and Assessment process

The roster process demands employees operate security posts without compromise to the safety of those working and maintain order at all times. The peer audit and assessment, we believe, will set a national standard in Best Practices. It allows both the inspectors and the inspected to share peer information, discover and define Best Practices,



When working with inmates in the community, it's essential Correctional Officers follow best practices to ensure the safety of citizens, staff and inmates.

as well as help to ensure both the integrity and accuracy of the process. All of these recommendations require communication, coordination, and cooperation between divisions.

Goal 2 goes further by asking the question, why is this necessary?

The answer is our responsibility to the law-abiding citizenry and the return of sober, civil and responsible offenders to our communities.

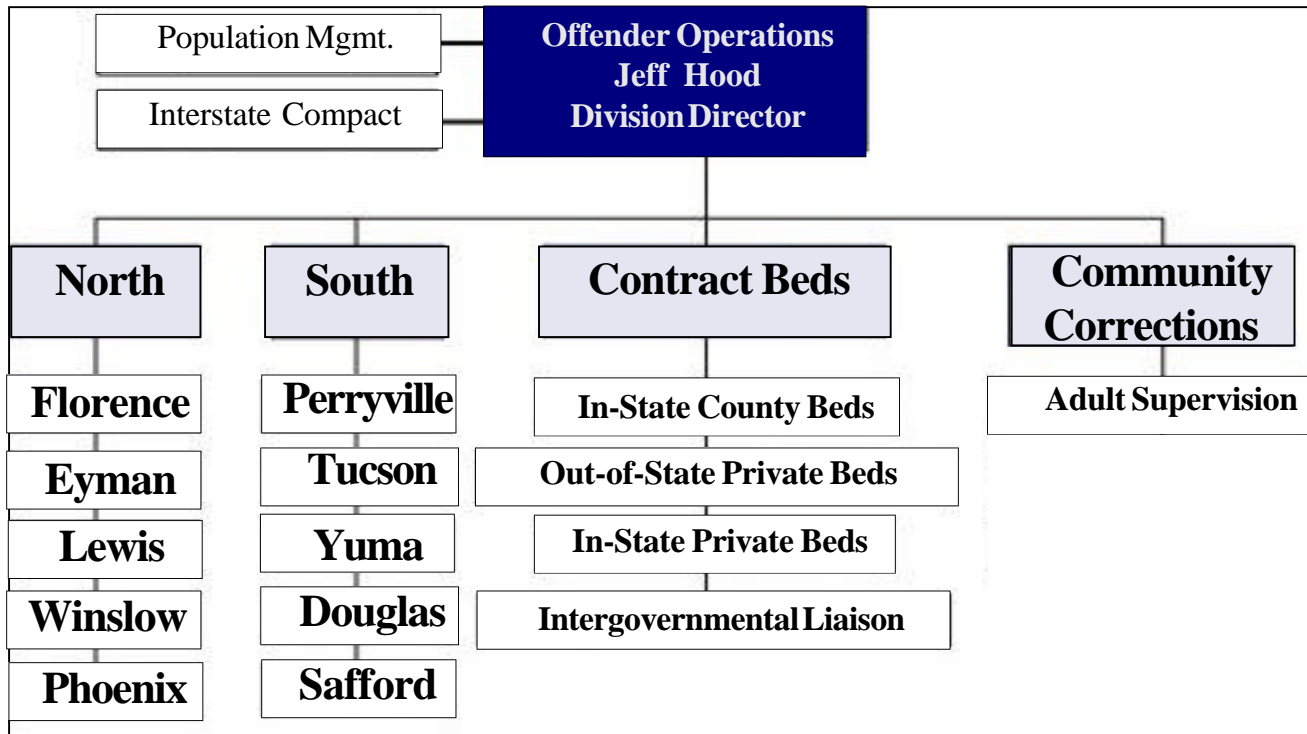
To do so, we must promote civil, productive behavior among our inmates if we expect them to behave responsibly after release. While in prison, civil behavior permits the inmate to become involved in restorative justice efforts, attain a minimum level



A Correctional Officer demonstrates a core competency skill as he double checks inventory on a tool shadowboard.



Captain Ron Lee reviews documents with a K-9 Correctional Officer. Peer Review Assessments will allow two-way inspections to ensure best practices in our field.



of education to enhance employment opportunities post-release. It also encourages the inmate to contribute to a peer culture that encourages civility.

Core competencies are those practices, tasks, behaviors and applications that are fundamental to the successful administration of any prison system.

An inmate responsibly occupied with education, work, treatment or spiritual programs is of little threat to our perimeter or the safety of our employees. However, Offender Operations cannot achieve this promise alone. If ADC is to achieve this Strategic Issue, it requires the cooperation, communication and coordination of all three ADC Divisions. More than 96% of all inmates presently incarcerated will be released. ADC releases an average of about 250 offenders each week. The average length of an offender's stay in ADC is 33 months. These two facts should compel us as corrections professionals to maximize the productive use of an offender's time while incarcerated. To that end, we look to new risk assessment instruments matching the knowledge, skills, abilities and security considerations of inmates to suitable job assignments, both in the prison and while on community supervision.

We must also consider our responsibility to maximize available space and opportunities for inmates

to achieve civility and responsibility. The increased use of available seats in education and treatment programs are good examples of efforts currently underway that will help. Our present bed management efforts and the soon to be opened Level One facilities are two more examples of how we can help inmates to be civil and responsible.

Under a new agency organizational chart, Community Corrections is now a part of the Offender Operations Division, now responsible for the care and custody of offenders from the time of admission to sentence expiration. This new structure requires better communication, coordination and cooperation with one another. Now that Community Corrections is part of Offender Operations Division, it unites prison and community corrections employees. This promotes employee ownership in the process of returning civil, responsible and law-abiding inmates to our communities.

Two avenues that contribute to attaining this goal include:

- The need to institute as many short-term improvements in ADC's community risk assessment instrument.
- The improving and expanding of the continuum of sanctions/services for Community Corrections, which would reduce arrests and technical violations.

Here too, it is critical that we have cross-divisional communication, cooperation and coordination to succeed. Examples supporting this philosophy are illustrated through the work of Dr. Darryl Fisher



The Teaching Offender to Live (TOTL) and 1291 Transition Program have helped ADC save bed days by reducing revocations.

which implements a new community risk assessment instrument and work with information Technology to improve the GPS tracking program used in some cases of offender supervision. The Teaching Offender to Live (TOTL) program has also provided offenders an opportunity to return to community supervision rather than prison in the case of technical violation difficulties. Another example is the 1291 Transition Program which allows non-violent drug offenders to be released from prison 90 days early in order to get a jump-start on participating in programs designed to assist an offender's transition back into the community. This program, alone, has saved more than 7,000 bed days. None of the progress made to date in Community Corrections could have been possible without the cooperation, communication, and coordination between the various Divisions at the Director's office.



Program Services: Public Safety Later

Program Services Division Director Steve Ickes



Program Services: Dr. Dennis Kendall, Mike Linderman, Pam McCauley, Ellen Kirschbaum, Audrey Burke, Programs Director Steven Ickes, Bill Branson and Johannes Hedrich with Director Dora Schirio

Strategic Issue 2: Improving public safety later by reducing relapse, revocation and recidivism

- Goal 4:** Prepare offenders throughout their sentence to ADC to successfully reenter society and remain crime free and self-sustaining.
- Goal 5:** Release inmates and discharge parolees as civil and productive ex-offenders.

The Program Division of the Arizona Department of Corrections has embarked on a bold effort to:

- 1) Regain the genius that was once the hallmark of this state's national reputation
- 2) Merge those traditions with the latest correctional systems and methods that sound social science tells us changes people's lives.

Through the practical assumptions embedded in the concept, Parallel Universe, the ADC strives to have offenders practice on the inside the thinking and behavior that work on the outside, not those criminal

behaviors that only work on the inside. Thus, it is our mission to return to the streets of Arizona civil and productive citizens who can think and live responsible and socially accountable lives.

Over the next five years, through a series of rapid, little baby-steps we will put in place a systematic approach that stair-steps offenders through a "full programming" regiment. It will direct and confront what is driving their high risk criminal behavior. Again, we have an average of 33 months with most offenders who have spent an average of 33 years

developing this criminal lifestyle.

This smarter system of Corrections starts at the Front Door where through a simple, and in time, a more automated offender plan we isolate the thinking and behavior that is driving their criminal life-style and target it for change. To highlight this new system we will fast-track through Intake and Assessment those who will be with us six months or less and direct the balance of their time confined

Parallel Universe in Progress

To return civil and productive citizens to the communities of Arizona, ADC strives to have offenders practice on the inside the thinking and behavior that work on the outside.



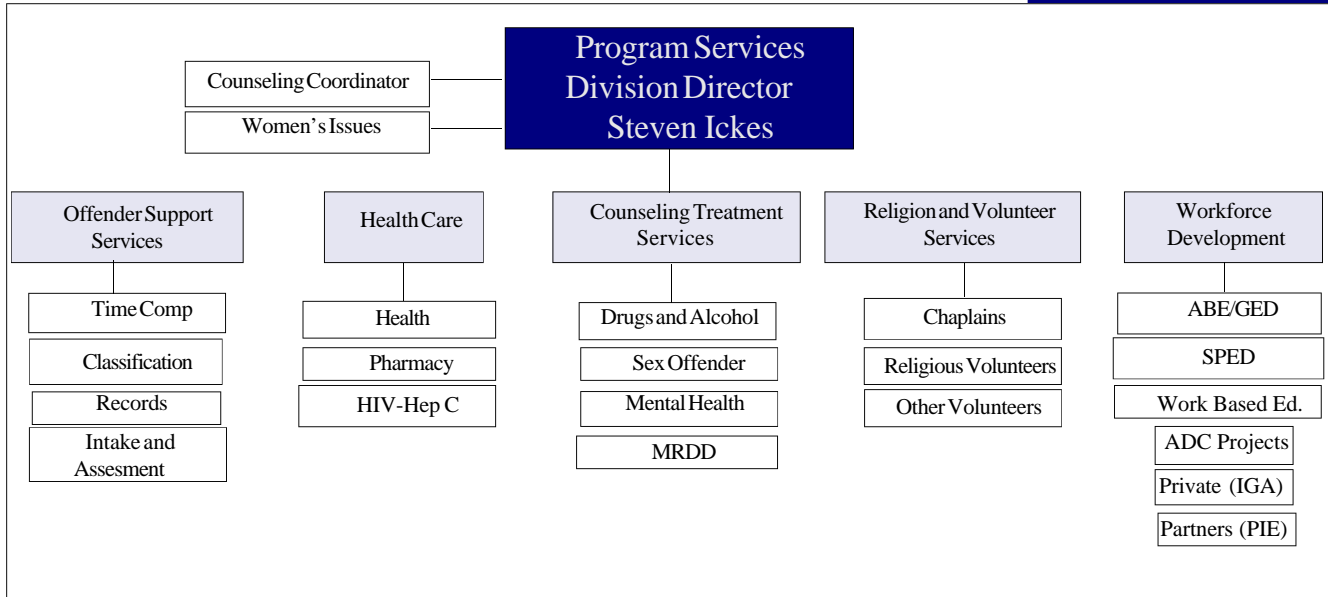
Offenders engaged in meaningful classroom activities.



Female inmates from ASPC-Perryville work on a home for a Habitat for Humanity sponsored family.



ADC strives to have offenders practice on the inside the thinking and behavior that work on the outside. This inmate is using her creative skills to contribute to the State Employees Charitable Campaign.



toward full programming. Targeting criminal life-styles (for change) through a business-like approach requires that a series of simple but highly focused programs be in place for instance, the work-based education program prepares offenders to be fully productive employees before they are released. In addition a sound, accurate and automated Classification and Time Comp System is core to a successful security and programming system to ensure inmates are released at the appropriate time, not a day too soon or a day too late. A validated and strategically useful Classification System places offenders at the correct security level, reduces the need for unnecessary movement and supports full and consistent programming.

Good physical and mental health is the platform from which the criminal life-style "change process" is launched. A focus on prevention, offender education, early and aggressive intervention to stop or retard disease progression, thoughtful (stage appropriate) medical interventions for Hepatitis-C and HIV, productive patient/staff relationships and careful and well thought out cost containment and service delivery management are the keys to success in this important public health arena.

Each offender in time will adhere to a plan that targets their specific criminal risk factors for change. Solid criminal justice social science affirms these facts should be included in the re-entry effort in prison and continued in the community:



Inmates working in the ACI sign shop hone their skills for future manufacturing work.



Social Science shows inmates who acquire basic education and job skills are more likely to experience a productive life inside and outside of prison.

- Acquire a basic education.
- Develop job finding and keeping skills.
- Confront and address patterns of substance abuse.
- Complete a Cognitive Restructuring Program to fix faulty thinking.
- Through medication and/or treatment resolve Mental Health and Sex Offender issues.
- Offenders who learn to work, remain alcohol and drug free, keep civil and productive associates, and create a non-criminal life-style, become responsible and accountable citizens.
- The ability to support oneself, one's family and one's community makes Arizona stronger and eradicates offenders as a social and economic liability.

The smart new story is for ADC to give our citizens the longest, lasting safety possible by running our prisons as well as possible and reducing recidivism.



Support Services: Supplies Necessary Resources

Support Services Division Director Mike Smarik



Support Services: Denel Pickering, David Crickette, Helen Gouvert, Pam Tenney, Greg Lauchner, John Hallahan and Division Director Mike Smarik with Director Dora Schriro.

Recruitment, Retention and Recognition – How do these issues fit into the Strategic Plan? How do they relate to our Vision and Mission? What is the Support Services Division? Who represents this Division and how does it support the agency's vision and mission? Finally, what is the Support Services Division doing to facilitate the accomplishment of the agency's mission and its goals?

The ADC vision states that we strengthen public safety in our communities through excellence in Corrections. Additionally, the ADC mission states, in part, that ADC recruits and recognizes a well-trained, professional workforce to serve and protect our communities. Taken in this context, it is not difficult to see how this strategic issue is important to the overall strategic plan – the words come right out of the vision and mission statements.

We have all heard managers say, "Our staff is our most important resource." And, we all know that it is true. That is why this Strategic Issue is part of the ADC Strategic Plan. The first two strategic issues tie into our statutorily mandated duties of protecting the public now and later. But, we cannot accomplish those goals without a professional, motivated and well-trained staff.

In order to excel in Corrections and to serve and protect our communities, we need to:

- Recruit qualified and dedicated employees
- Retain them by giving them competitive compensation and provides them with the best training available
- Recognize their excellent contributions.

The Agency has identified numerous strategies that will help us to attain these goals. Through diligence and hard work, ADC can achieve success, build a strong team and develop our community of leaders.

Support Services is comprised of six bureaus: Training & Development, Administrative Services, Human Services, the Inspector General's Office, Planning, Budgeting and Research and Information Technology.

Each individual within the Support Services Division has a job to do to help the Department achieve its goals and objectives. What this means

is that we each have an important part (little "j") which performed with excellence meets the mission and goals of the Agency (Big "J"). As part of the re-organization, some agency functions were moved from one unit to another to consolidate similar functions and take advantage of the efficiencies of combined resources. Key

Strategic Issue 3: Recruitment, retention, and recognition of ADC staff

- Goal 6:** Attract, hire and retain a qualified, professional and diverse workforce, and recognize their contributions to the achievements of the Department's mission, goals and objectives.
- Goal 7:** Provide state-of-art pre-service, in-service and pre-promotional training to prepare our workforce to assume and perform their duties with excellence.



COTA Commander John Hallahan shares best practices to help his colleagues train to be better leaders in the prison industry.

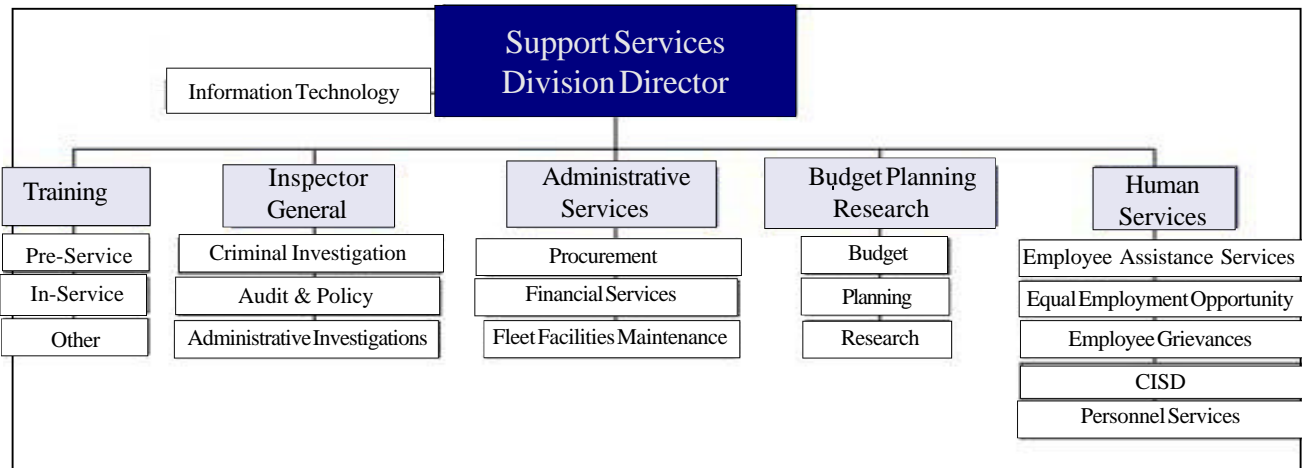
organizational structure changes that have taken place include elevating the Training Bureau from the Human Services unit and combined the pre-service and in-service components under one manager. In addition, we combined the policy development unit with the compliance or inspections group and placed them with the administrative and criminal investigations sections under the Inspector General. We also moved the Research unit from Human Services and placed it in our Planning, Budget and Research Bureau. In the Human Services Bureau we have combined the Employee Relations, Employee Assistance (CISD) and the Occupational Health Unit in an Employee Assistance Group.

As part of the Support Services Division Strategic Issues there are three goals. They are:

- Recruitment, Retention and Recognition
- State-of-the-art pre-service, in-service and career development to prepare the ADC workforce to assume and perform their duties with excellence
- An environment that affects and sustains cultural change and improvement.



ADC is committed to recruiting, retaining and recognizing dedicated professionals who demonstrate excellence both on and off the JOB.



A "gray shirt" supervises an inmate installing a sprinkler at COTA. The agency will be reviewing physical plant and maintenance classifications.

The following is an overview of some of the things we are doing to get the job done.

Goal 6: Attract, hire and retain a qualified, professional and diverse workforce, and recognize their contributions to the achievement of the Department's mission, goals and objectives.

In order to reach this goal, the Human Services Bureau has been tasked to review pay plans and compensation structures, hiring standards, the promotion process and awards and recognition.

Pay Plans and Compensation Structures – The Agency is currently reviewing the three job classifications that represent over 80% of the ADC workforce:

Security, Programs and Parole Staff – The Agency has drafted a pay plan which has been reviewed by the Governor's Office and will be submitted as part of our September budget package. This plan is designed to place these classifications at market; adjusts the ranges for continuity; allows for an increase annually up to the maximum of the range and includes the "master

class" concept which will be discussed further in this article.

Medical Series – We have prioritized all of the classifications in the medical series to determine the priorities in which salary actions will be addressed. Administrative adjustments have been authorized for the current nurse classifications within the Department, within a proposed matrix, based on experience. Current nurses have been adjusted into this matrix and new nurses will be hired into this matrix; however, this is a one time fix and we are working with ADOA to get an automatic pay increase structure and permanent salary matrix in place for nurses. In addition, we are working with Health Services on a career progression program to "grow our own nurses" through a formal program. We will be reviewing additional critical classifications within the medical series and will develop a plan recommendation for the Director's review.

Gray Shirts – The agency is currently gathering data for review of physical plant and maintenance classifications. That data is in the early stages and a report will be presented to the Director by the end of the year.

Director Schriro will continue to push for regular pay raises for all employees. In addition, ADC is reviewing all of the following classifications in the Department:

Hiring standards – ADC is currently reviewing our hiring practices, including background checks, physical fitness standards, the medical and psychological evaluations and COTA graduation standards. Improvements in these areas will help ADC identify qualified and dedicated individuals as new Agency recruits.

Promotional Process – A *Promotional Process Team* recently completed its review and suggested



Deputy Director Gary Phelps recognizes COII Allen Blume for his service overseas in Iraq.

revamping the Central Promotional Register (CPR) process. It entails tracking the entire record of the promotional candidate, including work performance assessments, attendance and achievements, in addition to personal interview and knowledge testing.

Awards and Recognition – We plan to improve our current recognition program to ensure we are recognizing the things we value such as:

- Achievement of strategic goals and objectives
- Professionalism
- Attendance
- Tenure
- Exemplary performance
- Commitment to excellence
- Establishing a "Master Class" where employees who reach the maximum salary of their pay grade would be eligible for a Special Performance Award based on specific criteria. This concept has not been approved and is still in the development process.

Goal 7: The division provide state-of-art pre-service, in-service and career development to prepare the ADC workforce to assume and perform their duties with excellence.

The Staff Development & Training Bureau is the catalyst for personal, professional and Departmental development, empowering the Agency and its people to exceed traditional boundaries.



Back-to-Basics (B2B) – The Staff Development and Training Bureau is taking a B2B approach to curriculum development, lesson plan presentation and identification of training needs. The first effort is to identify and test core competencies required for staff to be proficient in their assignments. Initially, 16 core competencies, all security related were selected. Its purpose is to ensure that security staff retains the basic training and skills in Core Security Competencies and Practices. The Training Bureau developed a written test and practical application checklist to test the current knowledge and skills of existing Corrections staff. The training staff identified security core competencies and practices with the assistance of supervisors from various complexes, then selected key areas to develop test questions and determine what areas staff should be required to demonstrate proficiency.

First, the North Region Operations Director and ASPC-Lewis were tested by the COTA Commander, then testing of the Complex Command staff under the supervision of the Warden; the Warden selected a team of test administrators (sergeants, lieutenants & CO IVs) from each unit to be tested and trained to administer the test. Then the test administrators

the 70th percentile on the written examination. The focus of OJRT is to ensure annually the Agency confirms that staff can demonstrate consistent application of sound correctional management in the daily performance of their duties.

To further strengthen the importance of Core Competencies, the COTA on-the-job training program and checklist was revamped to address essential security Core Competencies.

The Staff Development and Training Bureau are developing Core Competencies with other disciplines within the Agency. The effort currently is focusing on first-line supervision and case management.

Training development – Training is essential to the success of a correctional environment. Training must address the basic skills or Core Competencies required for a correctional officer. Training addresses fundamental security and inmate management skills to ensure consistent application of sound correctional practices. Training recognizes that respect is a foundational building block for all areas of

operations and management. An effective training plan includes both classroom and on-the job training following the employee through their career. Training, Executive Development and curriculum development will be developed on the following fundamental principles:

Core Security Practices – Staff consistently practices basic security by applying sound correctional management, which includes inmate supervision, secure custody and control. These areas underscore redundancy on the JOB to ensure inmate accountability and staff safety. Inmate supervision includes a firm, fair and consistent approach providing inmates clear communications, concise direction and accountability of their behavior. Effective custody and control of inmates results from consistent and redundant application of Department Orders including accountability of tools, keys, weapons, equipment and physical plant.

Redundancy – Redundancy is basic to Corrections. It is the perpetual check and balance system used agency wide to ensure consistent application of required core security practices. In order for ADC to operate smoothly from the inside out, every correctional professional must make it their mission to ensure policies are being followed, professional standards are being met, and that we as a team meet the highest of standards for the safety of our colleagues, our inmates, and the community. A few good examples include: Inmate counts, ingress/egress, tool control, key control, inmate supervision, facility inspection, searches and perimeter weapons

Communication – Open, positive, effective lines of communication need to exist at all times among Correctional Officers, Correctional Officers and Inmates, Correctional Officers and upper management and between shifts.

Chain of command needs to listen to staff and promote an environment where staff feel empowered and valued. A breakdown in the line of effective communication results in negative attitudes among staff and a breakdown in teamwork.



Cadets practicing self defense at the Correctional Officer Training Academy, one of the critical skills learned during their nine-week

Lack of consistency in the treatment of inmates creates safety concerns for staff and erodes the fundamental principles and core practices of inmate management. We must at all times remember that we as a correctional agency are in the “people business.” Communication with a consistent, fair and respectful style is essential to maintain all areas of the correctional environment.

Respect – We must practice what we preach and mirror what we teach. Good leadership is respectful leadership, relying on open lines of communications, fair and constructive criticism, positive feedback, and ultimately trust. Correctional officers are more confident when valued by supervisors and when they have input into the organizations operation. The same rule holds true for inmates. When corrections officers are consistently fair and respectful toward inmates, the prison population is less likely to become agitated and exhibit violent or aggressive behavior.



In every strategic planning session, a key component management stressed was better communication between employees at all levels.



administered the written examination first, and then conducted the practicum one to one with each staff member. Written examinations were administered under the supervision of the selected staff. Practical demonstrations were conducted one to one. If a staff member did not successfully demonstrate the technique required, the test administrator demonstrated the technique, then required the staff to demonstrate a second time the required technique. Completed tests were forwarded to COTA to be electronically scored and assessed. COTA staff will itemize results by complex, unit and staff rank. An additional comparison of individual scores is being conducted to determine when the staff graduated from an academy and the type of academy.

To validate the testing process ASPC-Lewis was selected as the pilot. ASPC-Douglas was selected as the test group. All security staff will undergo testing annually.

On-the-Job-Retraining (OJRT) – Curriculum was developed to initiate a refresher course on Core Competencies for all staff that scored below



Understanding Diversity – A wide range of educational, cultural, economical, demographic, racial and personal differences exist in all areas of



The ADC workforce is made up of a diverse group of employees. Understanding Diversity is essential for better communication.

p r i s o n operations. Identifying a n d understanding t h e s e differences will aid in the effective resolutions for conflicts that inhibit f a c i l i t y operations.

Supervisors need to understand staff diversity to allow for effective communications and teamwork. Correctional Officers must be mindful of diversity issues when dealing with inmates and resolving conflicts.

Professionalism – Ethics, integrity and accountability are the essential components in this area. Staff needs to have clearly defined expectations from supervisors. Supervisors need to be open to discussion and conduct themselves in a manner that encourages staff to seek them out when questions and conflicts occur. Staff needs to seek feedback and guidance from their supervisors. Dress, demeanor, and a friendly, approachable appearance contribute to the overall effectiveness of inmate management and the safe operation of the facility. Problems need to be addressed through consistent management practices producing tangible results that are communicated at all levels of the organization.

Training Program Enhancements – Specific emphasis will be placed on certain critical training programs to ensure employees are provided instruction that will help them succeed in their current positions as well as prepare them for promotion. The areas of emphasis are:

Field Training Programs – We value experience. The Staff Development and Training Bureau is developing on-the-job (OJT) training programs for a number of positions and posts, while preparing more Field Training Officers to serve as mentors for newly appointed staff, starting first with Sergeant and CO III positions. We are conducting a pilot on the Sergeants OJT at Winslow the end of August.

Pre-service Academy – COTA expanded the curriculum from seven to nine weeks effective October 4, 2004. The

increased training time focuses on additional self-defense training, additional OJT in the field, increased practical application, introduction to Victims Services and Restorative Justice, Mental Health issues and advanced emergency procedures.

First Line Supervision: Emphasis will be placed on enhancing first line supervision training. We plan to have 4-8 hour seminars on current topics such as "Handling a Problem Employee", "Providing Accurate Performance Feedback" "How to Mentor" and others.

Career Development: Two areas Staff Development & Training will be addressing are pre-promotional training and career mapping. An emphasis will be put on preparing our best and brightest to take on the role of supervision. We will partner with other training entities to broaden our training opportunities.

Specialty Needs – Staff Development & Training will focus on the needs of disciplines other than security. The first group we are reviewing is physical plant staff. Additional security needs such as Visitation Academy and Transportation Academy will be completed.

Goal 8: Provide an environment that affects and

sustains cultural change and improvement.

The Agency leadership has embarked on a true effort to change the culture and atmosphere of the department. It is each individual's responsibility to maintain the professional work environment that we expect at all times. Change and improvement does not start with everyone else, it begins with each one of us individually committing to the goals, objectives, mission, and professionalism of the Agency.

The Inspector General's Office has taken on the following initiatives which will assist us in establishing the professional work environment each of us desire and deserve.

Revision of DO 501, Employee Professionalism, Ethics, and Conduct The revised Director's Instruction places added emphasis on leaders at all levels. From clerical staff to Wardens, everyone is a leader. All employees need to lead by example, conducting themselves and creating an

environment in which we want to work. Each individual expects others to model this same behavior. Reporting unprofessional conduct is a responsibility we all must share.

The revised DO 501 also recognizes and rewards positive conduct. For example, the department will provide recognition for good attendance, strong communication, and positive problem solving. Conversely, the department will take swift action upon those who do not act appropriately or fail to report actions of others who are no in compliance. Another example of recognition will be the master class series that was discussed in the previous segment. What we accomplish with this revision is more of a balance - the consistent ability to recognize and reward positive conduct as well as recognize and discourage unprofessional conduct.

Sanctions for unprofessional conduct, particularly in the areas of sexual and workplace harassment violations, will provide us with the method for immediate action to discourage and eliminate this ever-present problem in our professional environment.

Revision of DO 508, Employee Discipline – The revised of DO makes more consistent guidelines to ensure fairness and equity in our disciplinary practices. The new guidelines help to ensure individuals who are disciplined for similar offenses receive comparable discipline.



COTA has expanded its training curriculum from seven to nine weeks.



ADC started a Field Training Officer pilot program at Winslow for newly appointed promotees.



Setting the Course to Flagship Standing

Page 16

Revision of DO 601, Administrative Investigations – Updated training in the areas of employee relations and personnel rules will provide the administrative investigations staff with a better sense and direction. The Revision of DO 601 streamlines and improves the process, eliminating many Red Book investigations. Staff arrest investigations will be conducted at a local level through the use of a Supervisor Complaint investigation. The Administrative Investigations Unit will continue to initiate the staff arrest cases from Significant Incident Reports, and forward the Supervisor Complaint with a control number assigned to the Approving Authority for investigation at the Institution level. This process change will ensure that an employee has the opportunity to provide his/her account of the incident to supervisors prior to corrective action considerations. Additionally, the current process of “linear decision making” is being reviewed as it relates to the corrective action recommendation in red book investigations. A more efficient and fair practice of consensus decision making for a single recommendation is being developed. Red book investigations will be conducted only when facts are in dispute, and the nature and scope of the alleged violation is beyond the resources of the requesting institution. There are certain incidents in which an administrative investigation will be required. Death or serious injury of an inmate, allegations of sexual harassment, and alleged violations of Equal Employment Opportunity practices will be elevated to a formal red book investigation. The current and proposed revisions to DO 601 are intended to provide fairness and consistency, as well as expedited closure. However, the revisions will not preclude an Approving Authority from requesting assistance from, or elevating a case to the Administrative Investigations Unit.



Peer Review Assessment Team members receive an award at the August 19 rollout. Left to Right: Jeff Hood, Linda Higginbotham, John Hallahan, Delena Carillo, Vance Parisot, Dora Schriro, John Gay, Denise Holbrook, Mike Smarik, Shelly Sonberg and Raymond Nunez

Revision of DO 603, Polygraph Services – DO 603 is revised to curtail polygraph tests absent significant and extraordinary circumstances in which case, the Division Director of Support Services approves the request. This represents a significant change in the ADC environment, and is only one of the many specific initiatives underway in the area of investigations. These changes do not affect the polygraph process, the Agency’s ability to polygraph inmates or its use in criminal investigations.

Peer Audit Review — A peer review of core competencies and practices was established in January. The Peer Audit Review (PAR) has become our new inspection model relying on subject matter experts throughout ADC to identify and implement the best core practices available. This is not a “gotcha” type review. The assigned team reviews 29 identified core competencies within each unit and complex in the ADC system. When a problem is identified, the team will make every effort to address and resolve the issue on the spot. Those items that can not be addressed immediately will require the Warden to submit an action plan for resolution. The review takes two weeks, and upon

completion the Warden is provided the report of findings. It is the Warden’s responsibility to brief the executive team, and provide the action plan. This review is truly designed to assist the prison managers in their efforts to run safe and secure facilities.

This new process has been applied at ASPC-Lewis and ASPC-Douglas. Wardens and operations staff have been very encouraged and empowered by the Peer Audit Review process. The Inspections team will be

visiting each institution within the fiscal year to perform the audit.

With implementation of the above changes in policy, the leadership of the Agency is confident that cultural change and overall process improvement and employee satisfaction will result. The goal is to change an environment where employees once believed there was an over-emphasis on discipline, unfairness in the disciplinary process, a lack of positive recognition and lack of employee participation in the improvement process, into a positive, fair and equitable environment.

How will we know how we are doing? Even after we perform each of the identified activities proficiently, the Agency must be able to determine if what we are doing is working. In order to determine if we are meeting our stated objectives, the Department has identified performance measures that will help track our progress and evaluate the effectiveness of our programs. Some of the measures will be included monthly in “Corrections at a Glance,” a report which is posted on the intranet and internet for anyone to view. The measures included will be primarily ones that we want to report externally. We will have additional measures that will be of value to each of the divisions and help us to identify where additional work is necessary.



Peer Review assessment of every complex’s security operations now occur annually. Every complex will complete its first review this fiscal year.

The Arizona Department of Corrections
November • 2004



**CORRECTIONS
AT A
GLANCE**

azcorrections.gov

Director's Office

Deputy Director Gary Phelps



Director's Office: Betty Cassiano, Dan Levey, Robin Wilkins, June Race, Cam Hunter, Deputy Director Gary Phelps, Tim Lawrence, Judi Book, Darryl Shafer, Virginia Strankman, Bob Myers with Director Dora Schirra.

Strategic Issue 4: Providing victim-focused and victim-friendly services to crime victims and survivors.

- Goal 8: Expand victims' access to the Department, provide meaningful contact for victims with offenders and offer credible support services to victims and their families.**
- Goal 9: Provide opportunities for offenders to be involved in victims' focused activities that will help them better understand the impact of their criminal conduct on crime victims and to make amends for their unlawful behavior.**

Reaching the plan's nine goals requires rethinking how we approach the JOB on every level at ADC including the Director's Office. Today, the Director's office now includes Constituent Services, Victim Services, Labor Relations, the General Counsel, Legislative Services, and Public Information.

Constituent Services provides support to family and friends of inmates and those who inquire on their behalf. The constituent services liaison is the link between offenders and the department, helping to identify legitimate concerns and resolve underlying problems. Identifying and addressing offender issues promptly and professionally reduces the number of inmate grievances, lawsuits, and improves staff safety by achieving greater inmate compliance with policies and procedures. We do so by providing families, friends, advocates, legislators, and citizens with a means of communicating with ADC staff, appealing decisions and lodging complaints. In addition, the Liaison is responsible for the production and updating of the ADC Information Guidebook for Families and Friends of Inmates, and for development of a training program for ADC staff.

General Counsel coordinates with internal staff and the Office of the Attorney General regarding high profile litigation. Retired State Supreme Court Judge Robert Myers heads up this department. Under his supervision legal staff prepares opinions, correspondence, reports, issues papers and a variety of other legal writings on behalf of ADC. The General Counsel informs, discusses and guides ADC's Director, Deputy Director, Division Directors, Wardens, and other top level staff on legal issues concerning ADC including for example defense preparation for pending lawsuits and claims involving the Department and its employees. It also includes providing information to Department employees and others with respect to basic legal and policy issues. General Counsel also researches facts, interviews staff, obtains relevant documentation, and responds to civil litigation discovery requests filed by inmates, staff and

others as requested by the Office of the Attorney General, Risk Management and contract attorneys.

Legislative Liaison follows state lawmakers' involvement in legislation impacting ADC and its operations. This section is responsible for identifying, developing, coordinating, managing and monitoring legislation on behalf of the Department of Corrections. The Legislative Liaison informs legislators about ADC issues, and assists the Director in finalizing correspondence on key policy issues and other critical matters. The Legislative Liaison also interacts on the Department's behalf with other governmental entities as required by the Director, and coordinates thorough and accurate responses to informational requests and constituent inquiries from the legislature.

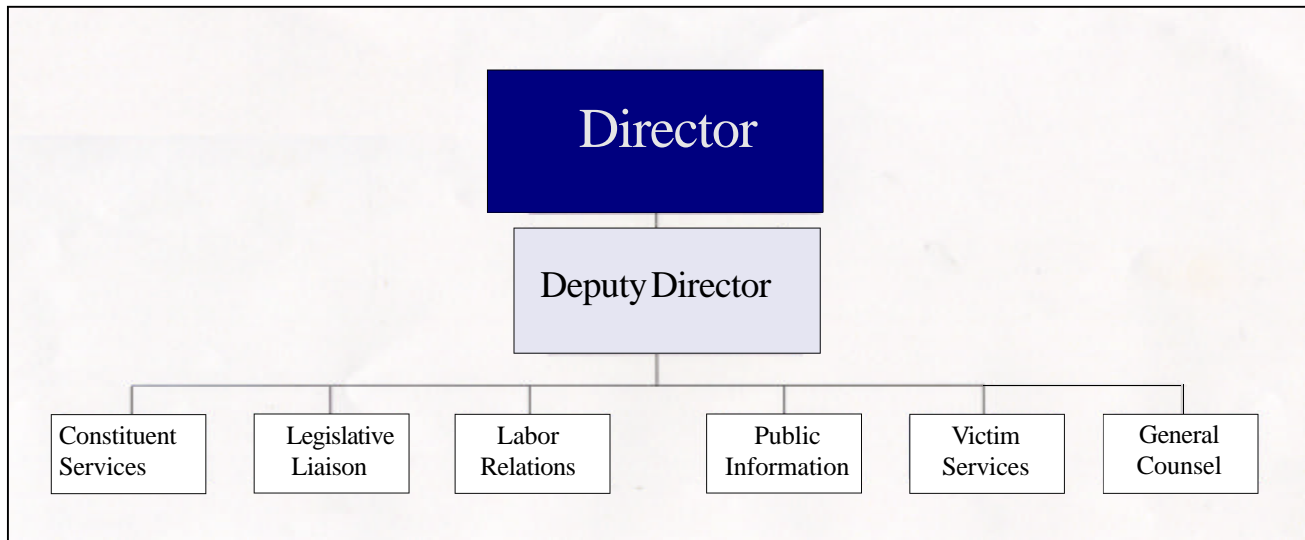
Labor Liaison serves as the Director's liaison with Employee Organizations including but not limited to the Arizona Correctional Peace Officers Association, the Arizona Federation of Federal, State, County, Municipal Employees, the Fraternal Order of Police and the Latino Peace Officers' Association. The Labor Liaison position was established by the Director to create a venue for addressing labor issues that fall outside the formal processes already in place. Darryl Shafer was selected as the Administrator for the Office of Labor Relations in August. One of the first topics addressed by this office is the use of mandatory overtime and its effects on staff. This policy is being revised with input of the staff affected by its implementation. An advisory board is now forming to improve communication with all staff regardless of representation.

Public Information Office manages all calls from local and national media outlets including newspapers, magazines, television and radio stations. This office is responsible for the content and publication of ADC's internal newspaper, "The ADC Post" as well as the content on our ADC website. The PIO

works with the Director, the Deputy Director and Division Directors to help educate the public on ADC operations and events. The PIO also serves as a liaison to the Governor's office. Since news is a 24-hour industry, the PIO is always on-duty responding to emergency calls whenever and where ever they may happen within the ADC agency. This office is also responsible for media tours of prisons, media appearances by the Director and other department employees.



The Public Information office worked closely with Victims' Services to bring the Day of Remembrance for Murder Victims and Families to the public's attention.



ADC staff members listen to victim impact panels at a training session in Tucson.



ASPC-Lewis corrections professionals deliver furniture and toys for children who are victims of crime.

Victim Services Office serves victim advocacy groups and individual crime victims including staff who are victims of workplace violence. Dan Levey is ADC's Victims' Rights Administrator. His office handles sensitive and often complex communication between ADC and crime victims. This section also conducts special projects notably, designing and implementing ADC's first Victim Services Program. Director Schriro relies on Victim Services assistance in drafting policies and recommendations relating to commitment. Victim Services staff also speaks publicly to numerous groups and agencies regarding victims and their rights in Arizona, ADC victim programs and restorative justice programs. In addition, Victim Services works closely with advocacy groups such as Mothers Against Drunk Drivers, Parents of Murdered Children, Inc., Homicide Survivors, Inc., Verde Valley Sanctuary, Domestic Violence Services, Area Agency on Aging, Cochise County Elder Abuse Task Force, Southern Arizona Center Against Sexual Assault, and Arizona Victim Services Coalition. Our victims' liaison also helps with crime victims' classes, advisory boards, and responds to staff victimization. The hearing process often retraumatizes victims which is why Victim Services routinely accompanies victims to court. With the guidance of Victim Services, wardens at each prison oversee the agency-wide Restorative Justice program which encourages inmates to give back to victims' organizations and the individuals they have harmed; for example, inmates make toys and furniture for children who have been victimized. Another function of the Victim Services includes assisting Arizona's Governor as an advisor for victims and performs job related duties on behalf of the Governor which includes, but are not limited to speaking engagements, legislation and public policy, responding to constituent inquiries from victims, serving on committees as requested by the Governor.

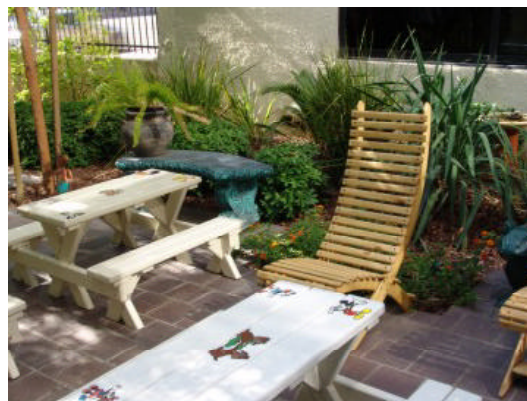
Deputy Director Gary Phelps and Dan Levey, administrator for Victims Services, delivered a presentation on the implementation of Strategic Issue Four, Victim Services. The presentation included an in-depth look at strategic issue four, a rollout of the ADC Five-Year Strategic Plan and an overview of the Director's Office new organizational chart, which now includes constituent services, victim services and public information.

Strategic issue number four focuses on providing victim-focused and victim-friendly services to crime victims and survivors. A main component of the strategic issue is Restorative Justice which emphasizes the importance of elevating the role of crime victims and community members through more active involvement in the justice process, holding offenders directly accountable to the people and communities they have violated, restoring the emotional and materials losses of victims, and providing a range of opportunities of dialogue, negotiation and problem solving.

Mr. Levey unveiled the new ADC Office of Victim Services, an office to empower crime victims and survivors, hold offenders accountable through restorative justice programming, and generate public awareness and outreach about crime victims rights and needs through victim focused education, training and services, offender involvement in resource development and restorative community services and by intergrading victim sensitivity into all aspects of the department.

Levey also reviewed why post conviction rights and services are critical to victims. He highlighted many of the victim restorative justice projects the Department has already accomplished such as raising over \$18,000 for the Arizona Coalition for Victim Services, building memorials to victims around Arizona and crafting children's furniture, and he provided a glimpse into the future of ADC's Office of Victim Services. He touched on plans to start victim impact on crime classes and an advisory board and several other victim initiatives.

Special guest, Marcia Harmon, the State Director for Mothers Against Drunk Driving, joined the Department's presentation to tell the staff what MADD's expectations are of ADC, and what her thoughts are regarding the relationship that has started between the organization and ADC. Simply put, Ms. Harmon was very excited with the partnership being formed with victims groups and ADC.



Each of these children's picnic benches and miniature lounge chairs are handcrafted by ASPC-Lewis inmates.



These wooden trains, trucks and race car toys are hand carved by Eyman inmates for children at Arizona's domestic violence shelters.



Advocates and family members gather at ADC's Central Office courtyard to remember Murdered Victims in Arizona and around the world.

Sailing with Strong Ethics

By Bob Myers, General Counsel

Although I have been here a short time, I quickly learned that ADC has a great bunch of very principled and dedicated professionals who teach, who lead, who are diligent, who agree that we are stewards of the public trust and resources, and who treat ALL other people with respect and fairness. Those are our principles and values, and in thinking of them, I am reminded that inmates need our hand, not our disdain, even though these same inmates make our jobs tougher because many of them have no code of ethics and many are anti-social, with no care whatsoever about other human beings.

Abraham Lincoln, commenting on right and wrong in a speech in Peoria, Illinois on October 16, 1854, said:

"Stand by anybody that stands right. Stand with him while he is right, and part with him when he goes wrong."

Our Agency Values, and Vision and Mission and Professional Principles and Code of Conduct, which you find printed in this issue of the Post, have been established by many previous directors. These "rules" or "laws" or "codes" are reminders to all of us.

Lawyers, doctors and law enforcement professionals are three professions that have very rigid codes of conduct and ethical principles, and members who violate those standards are disciplined.

Another great quote from Lincoln is, "Resolve to be honest at all events and if in your own judgment you cannot be an honest lawyer, resolve to be honest without being a lawyer." (Notes for a Law Lecture, July 1, 1850)

"Ethics" comes from the Greek word meaning "character" and "custom." We also call ethics "principles" or "standards of human conduct," and "morals" and "moral philosophy." Perhaps every civilization which has ever existed has had a moral creed and code which is expected of its citizens. For as long as people have been living in groups, moral and regulated behavior has been viewed as necessary for the group's well being. One notable moral code is the Ten Commandments. Another notable moral saying is by Confucius, China's greatest teacher and philosopher, born in 551 B.C., "To know what is right and not to do it is the worst cowardice."

Some philosophers in history invoke the authority of the will of a god as the authority for good conduct. But atheists also encourage good conduct, as do naturalists and all manner of different philosophical thinking. Many who study the issue of ethics tie good

conduct to "reason" – "When reason rules," they suggest, "good behavior is expected to result." Socrates, the great Greek thinker, wrote that education can make people moral. As we as a civilization become more educated as a people, perhaps we become more "moral." Perhaps the lack of education of so many of our inmates is part of the reason for their criminality. Certainly that is one of the Director's major initiatives as she strives to educate our inmate population.

Everyone has their own reason for thinking about ethics and following a moral code. For some, it is as basic as the Golden Rule: "Do unto others as you want others to do unto you."

This subject of ethics and professional principles is relevant to ADC because of what the Blue Ribbon Panel reported, "At the time of the hostage situation, the Morey unit suffered from complacency and a general lack of professionalism. While most of the staff performed admirably during the incident, there were many administrative errors in the preceding months and years." ADC's greatest principle is written on our new flag: **"We Strive Toward Excellence."**

The "We" is all of us. The way we spread the ethical and professional message to all of the employees of ADC is to lead by example. The Arizona Session Laws, 1992, states, "It is the public policy of this state that all public officers and employees shall discharge their public duties in full compliance with the applicable laws concerning ethical conduct."

The Arizona Administrative Code says: "All state service employees must maintain high standards of honesty, integrity, and impartiality, free from any personal considerations, favoritism, or partisan demands."

I mention these as only two examples of state laws that are intended to ensure that we as state employees "do the right thing." Aside from the good moral reasons for good ethics, there are good *legal* reasons as well.

George Washington, the father of our country, was very



With strong ethics ADC will set sail for flagship status

big on civility and ethics. He carried with him his whole life, a notebook into which he copied his 110 Rules for Civility. A few of his rules that seem applicable to ADC are:

#3. Contradict not at every turn what others say.

#5. Associate yourself with men and women of good quality if you esteem your own reputation for 'tis better to be alone than in bad company.

#110. Labor to keep alive in your breast that little spark of celestial fire called conscience."

We treat everyone with respect and fairness. At ADC, that includes everyone we come into contact with each day. For those of us in the central office, it means treating the inmate work crew with respect. We say "good morning" and "thank you" to them, just as we would to our co-workers. It also means being as respectful and friendly to the lowest paid

employee as we are to the Director. It means returning phone calls promptly, within 24 hours, whether the call is from a VIP, or from an ADC employee whom you have never met, who leaves you a message asking for help that you know will take up more of your valuable time than you may feel you can give. Treating everyone with respect and fairness means treating everyone that you come in contact with the same way you would like to be treated. If you don't appreciate being ignored, don't ignore others. If you don't appreciate being sniped at, don't snipe at others. If you wish others would do their job, then do yours to the best that you can.



Agency Values

- Prizing staff as our most valuable resource.
- Rewarding staff performance that contributes to our shared values, mission, and goals.
- Treating every person with integrity and respect.
- Promoting a high quality of work life.
- Affirming leadership and professionalism are responsibilities shared by all employees.
- Holding each individual accountable for their actions.
- Empowering all individuals to contribute.
- Celebrating our successes.
- Learning from our mistakes.
- Providing an environment in which everyone can be safe, civil, and productive.
- Remembering people can change when provided opportunity and positive reinforcement.
- Offenders are responsible to repair harm they caused to crime victims.
- Treating all crime victims with fairness, respect, and dignity.
- Incorporating Restorative Justice in our corrections policies and processes.
- Developing meaningful community partnerships.
- Always using scarce resources wisely.

Agency

Strengthening Public
Communities through
in Corrections



Agency

The Arizona Department of Corrections recognizes a well-trained, professional staff that can identify, train, and protect our communities and effectively employing the field's proven pre-release programming and reintegration of ex-offenders into the community.

y Vision

Public Safety in Our
Through Excellence
Corrections



r Mission

Corrections recruits and
professional work force to serve
s and their crime victims by
eld's best security practices and
ming to prepare for the release
nders as civil, productive

Code of Conduct

- I abide by all of the laws of the United States and the State of Arizona and model the profession's highest level of ethical and moral behavior at all times.
- I perform all of my work assignments in a responsible manner because the public's trust and confidence in the department rests with me.
- I am always diligent in the performance of my duties because my every action affects the safety and security of others.
- I am proficient and strive for excellence in my work performance.
- I pursue continuous professional growth and development, seek self-improvement and accept constructive criticism.
- I am a teacher and a leader.
- I am professional in all that I say and do in the workplace.
- I report misconduct.
- I celebrate others' successes.
- I communicate honestly and appropriately in word and action.
- I recognize and respect the similarities and differences in those who work with us and those who we serve.
- I treat everyone with respect and fairness.